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MEMORANDUM

TO: RFCSP Classification/Compensation Proposers

FROM: Glen Godwin

DATE: November 4th, 2013

SUBJECT: Questions and Answers from Proposers for Classification/Compensation RFCSP

1. Question: What is the City's expectation for the contracted consultant's role in defining job class specifications? In theory, this could range from 1) simply suggesting consolidation of some job titles based on review of existing job descriptions, to 2) a detailed analysis of work processes and the organization of work tasks into "jobs" to best support effective accomplishment of the work of the City. While "a detailed analysis of work processes" is probably beyond the scope of this project, it is not clear whether or not the consultant will be expected to play a leading role in defining job specifications that is closer to that described in #2 than it is to #1.

Answer: Pages 14-18 in the City's proposed framework document indicate the City's desire to take a multi-faceted approach in defining the job classification system including but not limited to conducting meetings with employees, department leaders and supervisors and conducting employee surveys and facilitating employee panels. The role of the consultant will most likely be closer to the description found in #2 versus #1 in the question above.

2. Question: How many job titles do the full and part time employees fall within?

Answer: There are approximately 278 approved full-time job titles and 92 approved part time job titles within the current budget year. Of the part time positions, approximately half are found in the Parks and Recreation Department.

3. Question: Are any of the employees represented by bargaining groups or unions and, if so, what involvement does the City anticipate from these organizations?

Answer: While many City employees belong to labor organizations in both the Fire and Rescue and Police Departments, the City does not have and (absent a change in federal or state law) will not have collective bargaining agreements with either union. The City will involve -employees but not organizations in the study.

4. Question: What job evaluation methodology is currently used by the City? What job evaluation methodology does the City anticipate implementing as part of this process?

Answer: The City currently utilizes Burris, Thompson and Associates to complete its bi-annual compensation review. The review is based upon a benchmarking process with approximately 40 benchmark positions found in the survey data provided by Burris, Thompson and Associates. The City will review any and all forms of job evaluation methodology proposed that are related to the study and framework document. The City is not committed to use of a particular job evaluation methodology. The methodology recommended by the proposer and the rationale for its use will be a factor in the evaluation of each proposal.

5. Question: Is there flexibility for the successful consultant to work with the City on potential changes to the framework?

Answer: Yes, the City Council has approved the framework document, but it is fluid.

6. Question: The framework indicates that the values of base pay and benefits will be evaluated independently of one another, yet it also suggests that the comparison should include both the public and private sector. How does the City envision comparing the value of benefits (including pension, for example) to the private sector without utilizing a holistic approach (i.e. total compensation)?

Answer: The City understands the value of total employee compensation and has computed and produced such information to employees in the last two budget years. As such, the City is interested in gathering data on base pay and benefits independently and separately to better assess the ability to attract and retain the best and brightest employees in both the public and private sector where pay/benefit mix may vary.

7. Question: What published survey source(s) does the City presently subscribe to?

Answer: The City contracts with Burris, Thompson and Associates, whose data includes information from an independent survey conducted by Burris, Thompson by Consultant Steve Thompson and ERI.

8. Question: What is the rationale for making the maximum of the pay range the “job rate” for sworn employees?

Answer: The rationale for making the maximum of the pay range the “job rate” for sworn employees is the City’s belief that a majority of public safety positions are benchmarked at the maximum rate for respective job classifications in nationwide survey results.

9. Question: Does the City anticipate that a performance management system will be developed as part of this project?

Answer: The City Council has indicated its desire to include performance management as a future objective. The framework document reflects this as Objective 7, found on page 25. The scope of work, schedule and proposed fee will determine the extent to which this objective is made part of this project.

10. Question: What is the anticipated schedule for the study?

Answer: Ideally, the study would take between 12 to 14 months to complete.

11. Question: What is the approved budget for the study?

Answer: The approved budget for the study in FY 14 is \$70,000 but fee proposals should represent a fair and reasonable fee for the scope of work requested and are not required to be within the budgeted amount.